

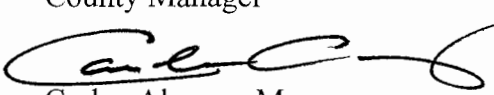


MEMORANDUM  
OFFICE OF THE MAYOR

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**DATE:** January 23, 2006

**TO:** George M. Burgess  
County Manager

**FROM:**   
Carlos Alvarez, Mayor  
Miami-Dade County

**SUBJECT:** Challenge for Government Fitness

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Throughout my tenure as a public servant of Miami-Dade County, I have witnessed a significant improvement in the way this County conducts business. To cite a few examples, we have implemented better budgeting and accounting practices, added safeguards to our processes, made strategic investments in our infrastructure, and utilized technology where possible to operate more efficiently and effectively. While much of the progress that is made often can only be observed over the long term, there are many things that can – and should – be accomplished within a much shorter time frame. For example, on September 14, 2005, I requested the Public Works Department to identify twenty-five (25) high risk and/or heavily congested sites where fast-track solutions for traffic relief could be instituted. Under the leadership of Esther Calas, P.E., the department provided a plan of action in 30 days. This is the type of response and turnaround time that should be the norm.

As we start a new year, I want to renew this spirit of innovation and cooperation. On January 18, 2006, I challenged Robert Parker, Police Director, to submit an action plan within 30 days to reduce crime rates. To extend this initiative countywide, I want to challenge department directors to identify what can be done in their respective departments to provide tangible results *within the year*. I expect department directors to develop plans of action and propose realistic timelines for implementation of specific objectives. The focus should be on new – or adjustments to – administrative procedures and other methods with minimal budgetary or legislative requirements, so that the most immediate outcomes and identifiable benefits to our taxpayers can be realized.

I believe that the physical, structural and financial well-being (i.e. fitness) of our government is critical. We have been fortunate to experience strong growth in the property tax roll in recent years, but we cannot expect this to continue. Our government needs to prepare for the future now by doing more with limited resources to ensure that we maintain the excellent level of services our residents deserve.

I am confident that our management professionals have the knowledge and expertise necessary to quickly address the needs of our constituents. I also intend to use this opportunity to recognize directors for their efforts in addressing these challenges. It is important to remember that elected officials and professional management alike are held accountable for what is accomplished today, not just what is achieved over the long term.

c: Honorable Chairman Joe A. Martinez and Members, Board of County Commissioners  
Honorable Harvey Ruvin, Clerk of Courts  
Murray A. Greenberg, County Attorney  
Kay Sullivan, Director, Clerk of the Board  
Department Directors